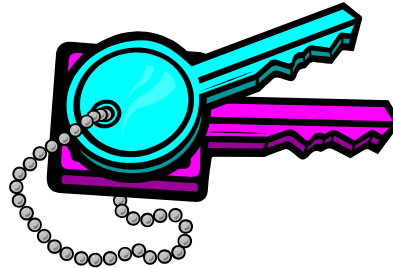


The Key to Success in Preventive Medicine: Is It Metrics or Marketing?



R. W. Rendin, MSM, MSEH,RS

CDR, MSC, USN

Naval Medical Center Portsmouth

Becky Washburn, MPA

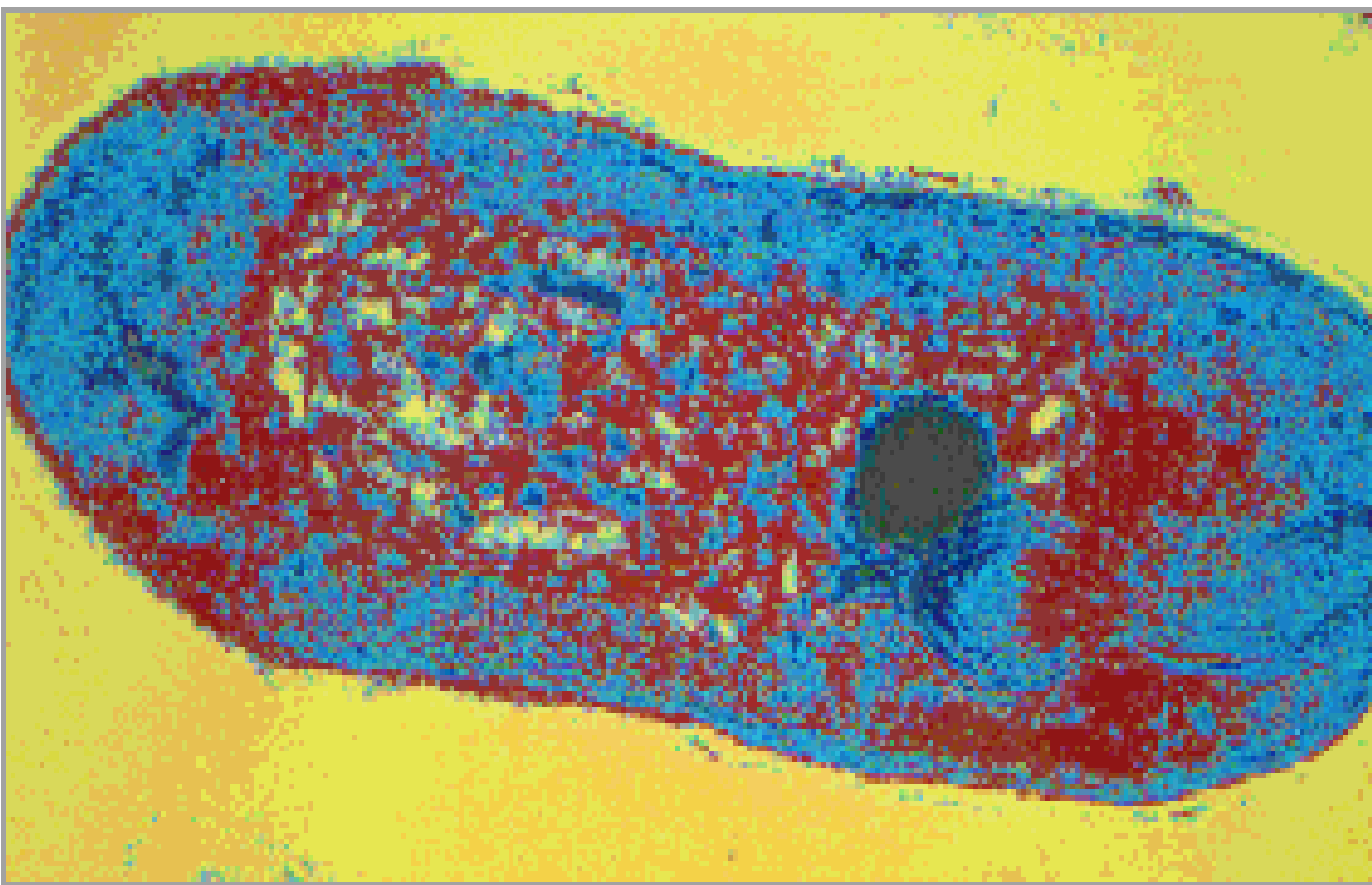
Navy Environmental Health Center

The Key to Success in Preventive Medicine: Is It Metrics or Marketing?

- What is success in PM?
- Metrics = data
- Do you arrive at a successful outcome
through data or through people and
marketing?
- Does it matter?

The Key to Success in Preventive Medicine: Is It Metrics or Marketing?

- **Return on investment for Prevention is 5 to 1**
- **Some say 10: 1**
- **Data is in prestigious medical journal such as
New England Journal of Medicine**
- **The data exists: So what's the problem with
getting funding??**



The Key to Success in Preventive Medicine: Is It Metrics or Marketing?

- **Tubercle bacilli is necessary for tuberculosis, but is not sufficient!**
- **Data is necessary for success, but is not sufficient!**

Changing Demand Data

- 35% of MTFs closed from 1987-1997
- 27% decrease in Active Duty
- 9% decrease in total Beneficiaries
- 8% of Beneficiaries were Retirees in 1950
- 50% of Beneficiaries are Retirees now
- 01 NDAA adds 1.4M >65 Retirees
- Pharmacy costs can be \$1M/month, a 10% increase is \$100K

Example: Demand Management

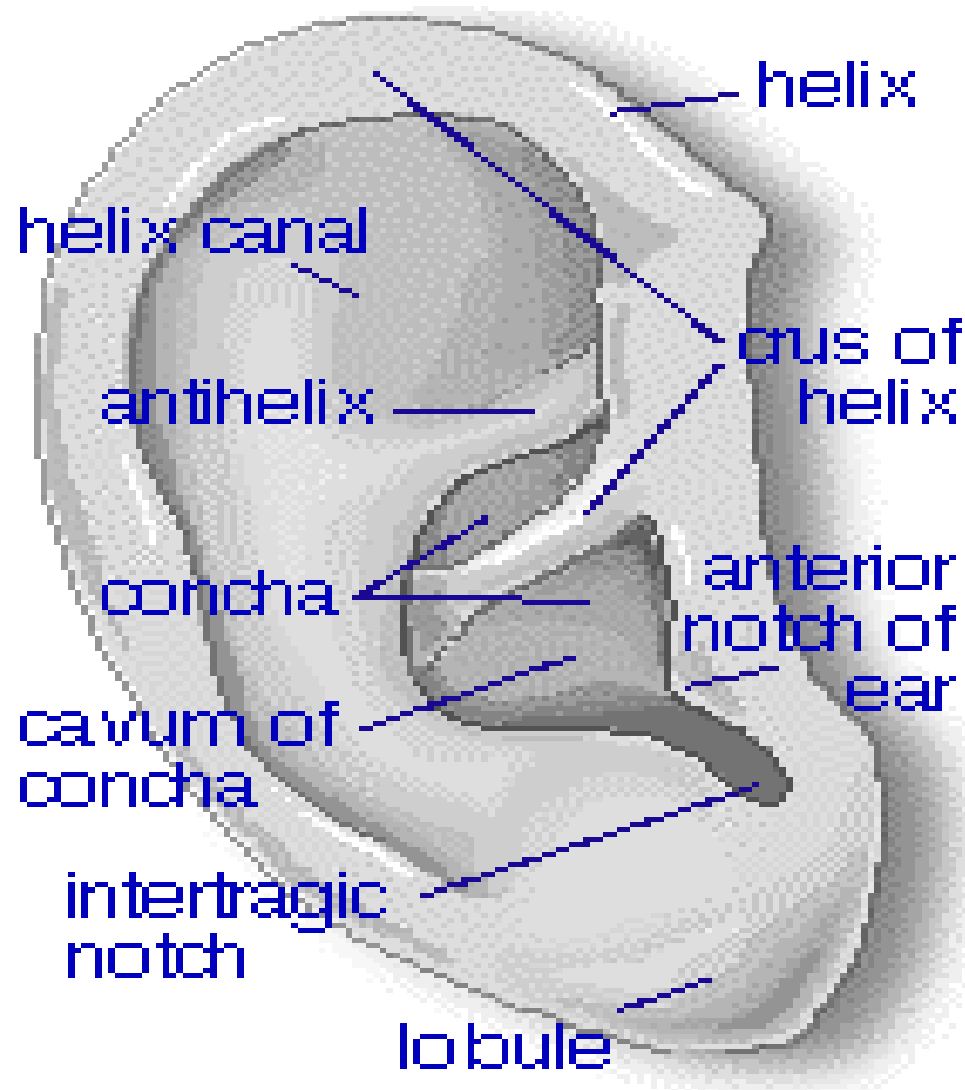
- PCM Availability:
 - AF RMO = 192 days available/year
 - Holidays, Leave, CME, Readiness Training, PCS days = 200 days a year or 16.6 days a month
 - Can see 3-4 patients/hr (25/day average)
 - Yields approx 4,780-6,374 appt.. avail/year
- What Does Our Population Need?
 - 1997 Study = 6/7 visits/year per patient
 - Active duty average 3.1-4.3 visits/year per patient
 - Assume 1500 patients X 3.1 visits/yr = 4,650 appointments
 - Assume 1500 patients X 7 visits/yr = 10,500 appointments

**The Key to Success in Preventive
Medicine:
Is It Metrics or Marketing?**

Covey's 5th Habit

**“Seek first to understand,
then to be understood.”**

The Key to Success in Preventive Medicine: Is It Metrics or Marketing?



“Today’s successful leaders will work diligently to engage others in their cause. Oddly enough, the best way, by far, to engage others is by listening—**seriously listening—to them.**”

Tom Peters in Thriving on Chaos

“Listening is the single skill that makes the difference between a mediocre and a great company.”

Lee Iococca

The Key to Success in Preventive Medicine: Is It Metrics or Marketing?

1. Find out what the other party wants.
2. Help them get what they want, so that:
3. They give you what you want

-Kevin Lust

Negotiation and Sales Skills

LEFT

RIGHT

MANAGEMENT

LEADERSHIP

Data issues

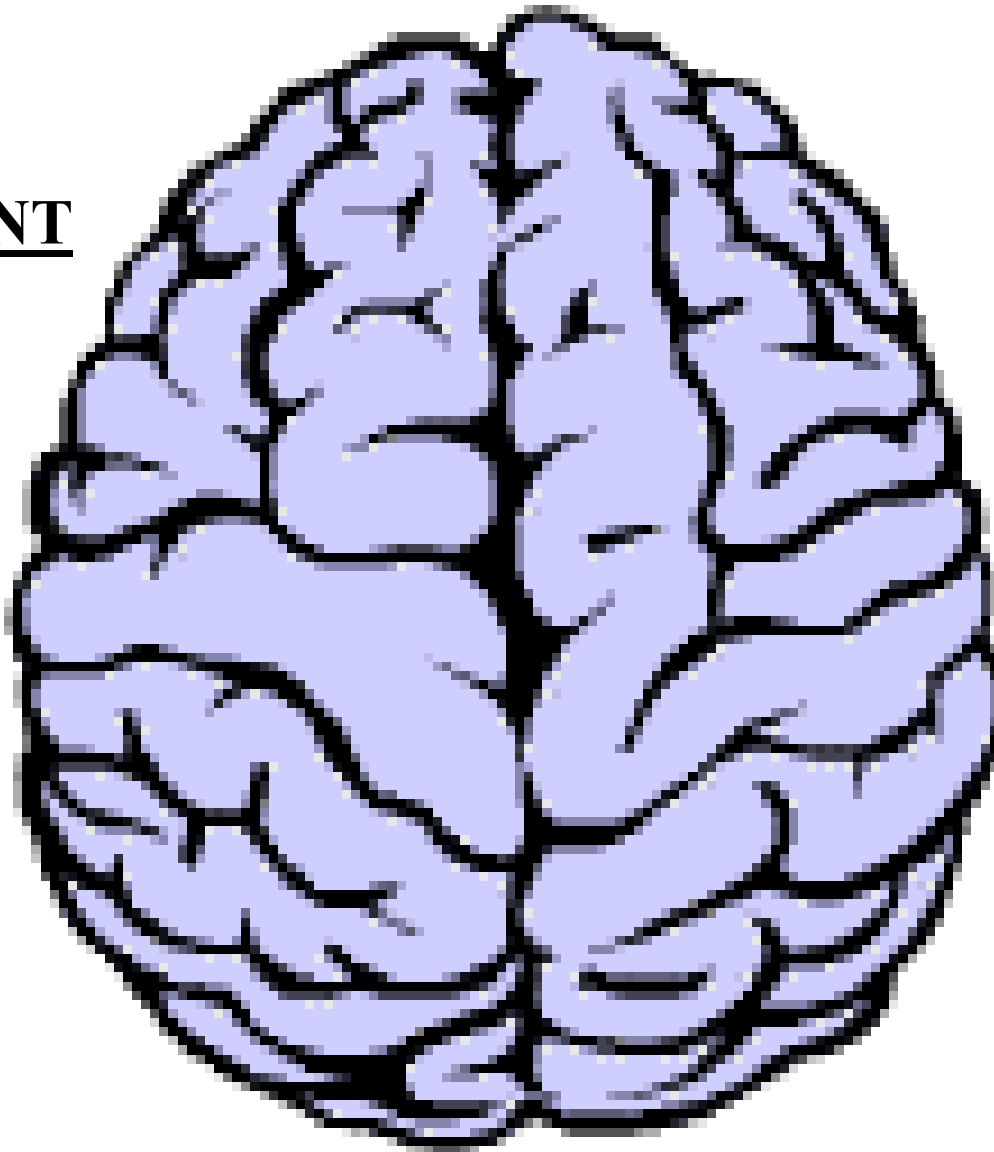
High powered

Right Brain

Activity

**Must deal with
higher order
life issues.**

**An art -
A Philosophy**



Empathic Listening

- Use all senses
- Right Brain and Left
- Listen for:

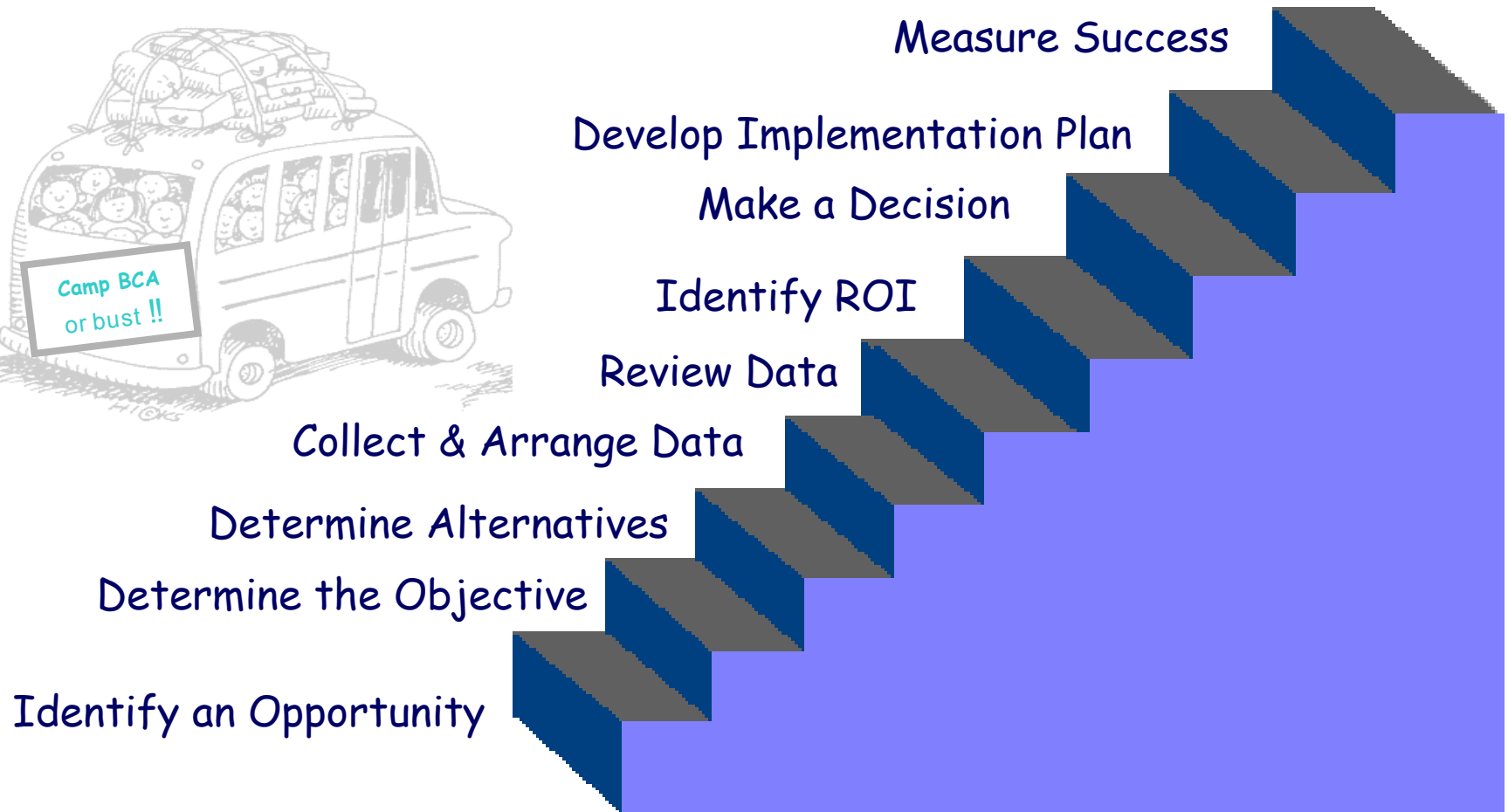
Meaning

Feeling

Behavior


- Intuit (It's powerful because it gives accurate data.)

Steps of a BCA



The Key to Success in Preventive Medicine:

Is It Metrics or Marketing?

- If data is what the other party wants, give it, but find out the true motivator(s). 
- WIIFM
- Like preparing for a job interview
 - Sell value to the organization



Know what the other party wants

Displaying Data

Tufte's Top 5 Grand Principles

1. Show Visual Comparisons
2. Show Causality
3. Show Variables (multivariate complexity)
4. Completely Integrate words, pictures, numbers, and images
5. Quality - Relevance - Integrity

CARTE FIGURATIVE des pertes successives en hommes de l'Armée Française dans la campagne de Russie 1812-1813.

Dressée par M. Minard, Inspecteur Général des Ponts et Chaussées en retraite.

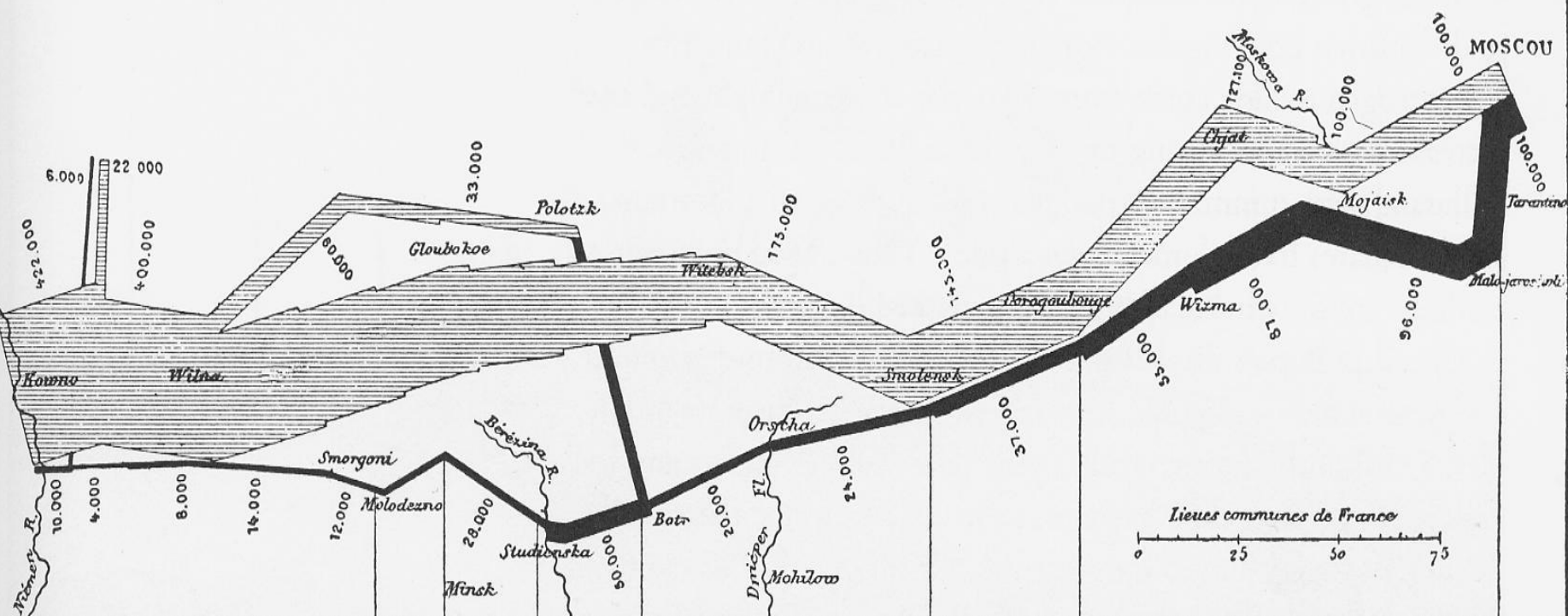
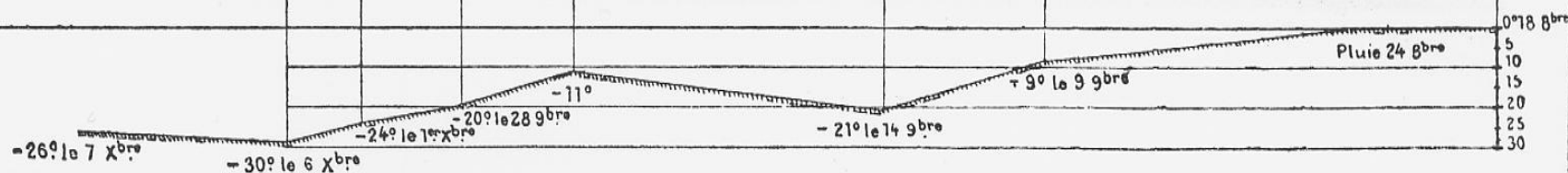


TABLEAU GRAPHIQUE de la température en degrés du thermomètre de Réaumur au dessous de zéro



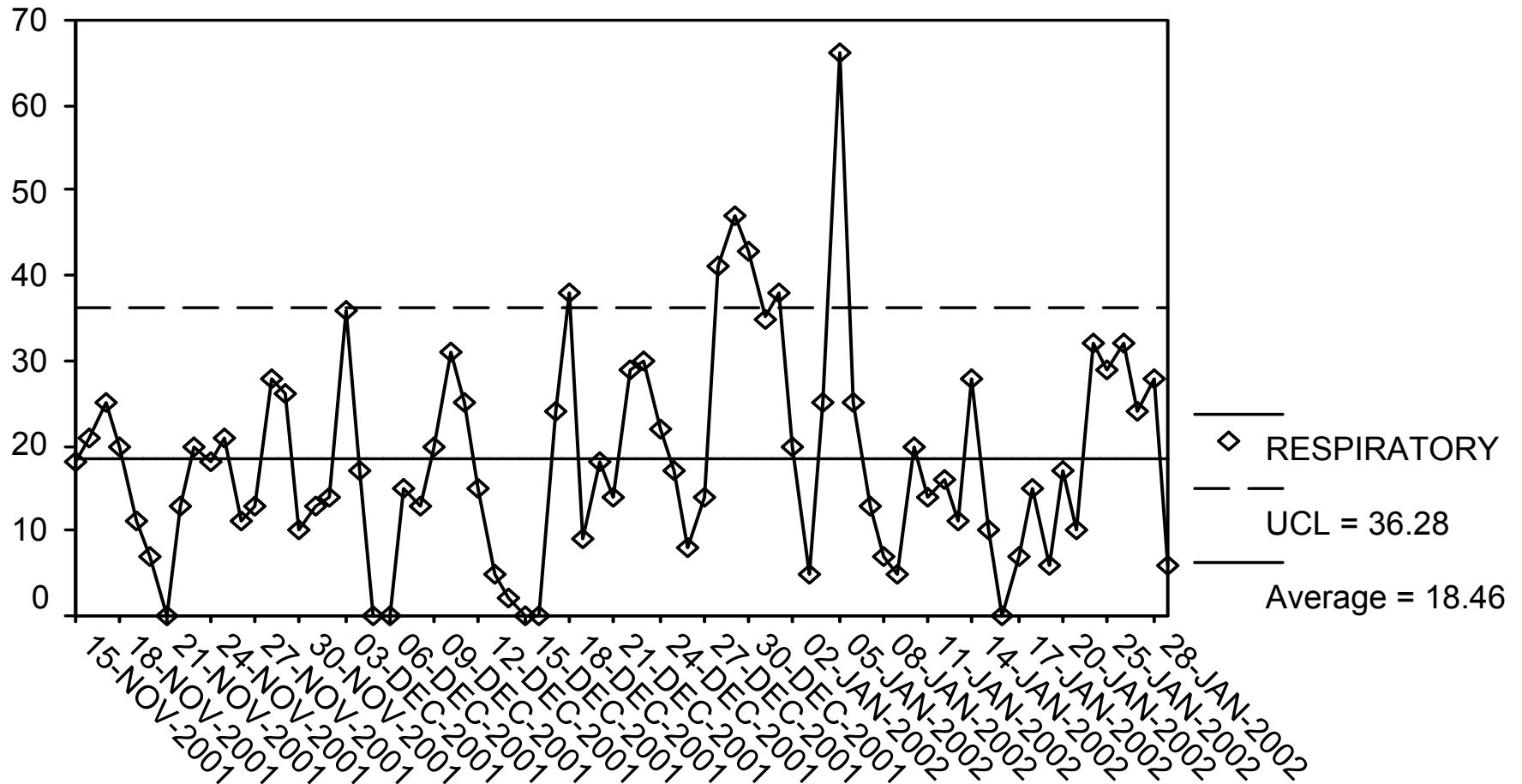
Xbre = December

9bre = November

8bre = October

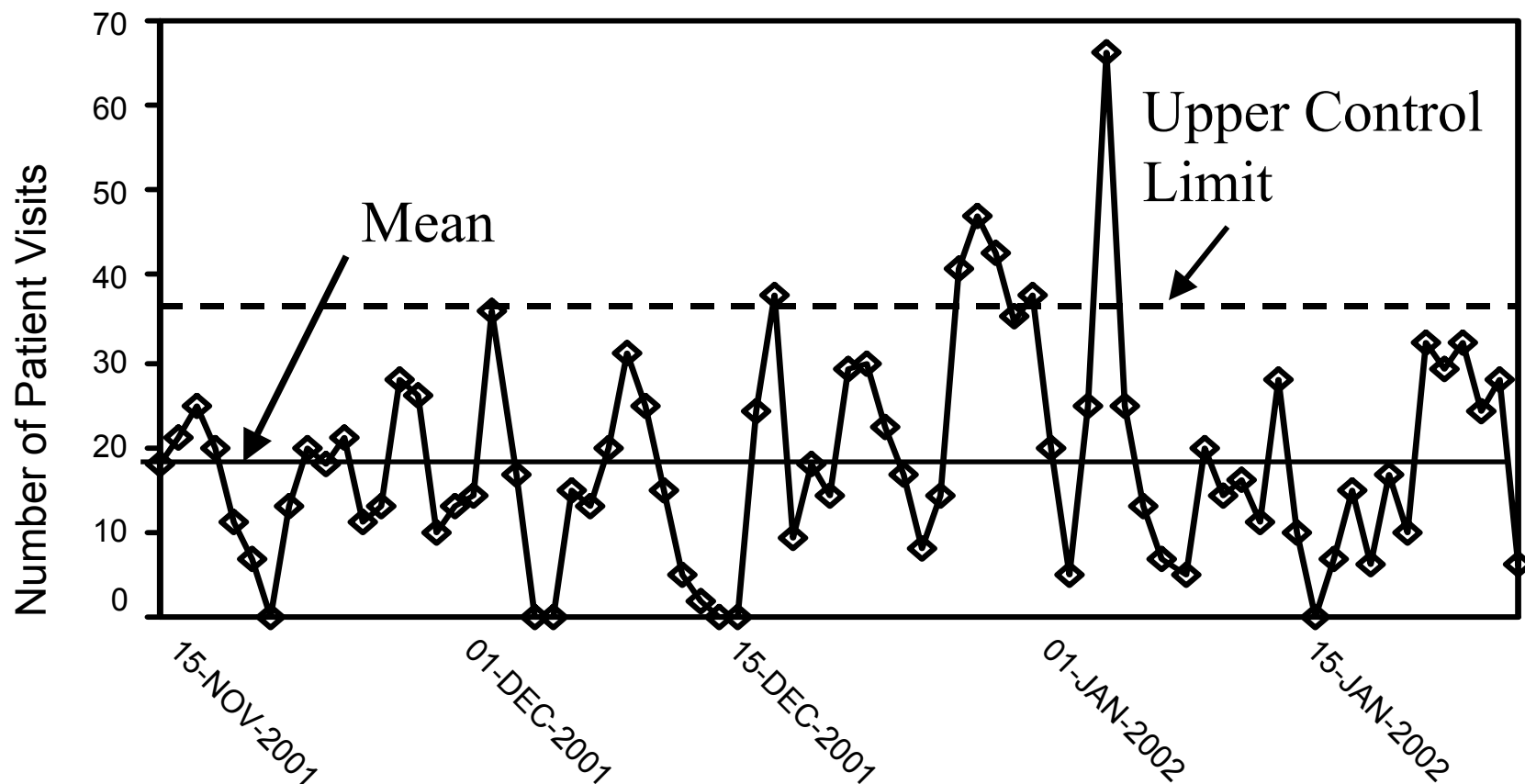
Control Chart: RESPIRATORY

CLINIC: NMCP Emergency Medial Department



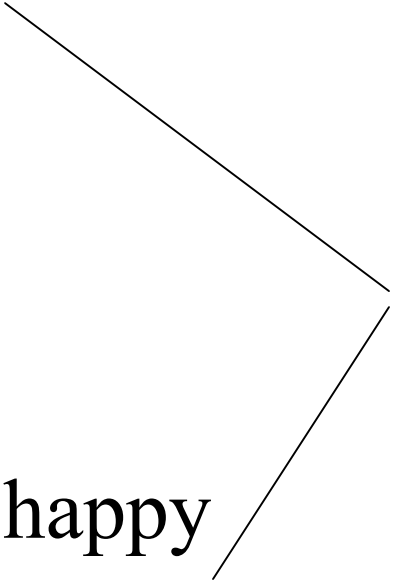
Sigma level: 2

Figure 1. Respiratory Syndrome Control Chart for NMCP Emergency Medicine Department, 15 Nov 2001- 28 JAN 2002



Sigma level: 2

The Key to Success in Preventive Medicine: Is It Metrics or Marketing?

- Make eye contact
 - Ask questions
 - Talk with people
 - Learn about people
 - Learn what makes them happy
-  = **Charismatic Power**
-
- Belief in Your Message = **Reverent Power**

Metrics

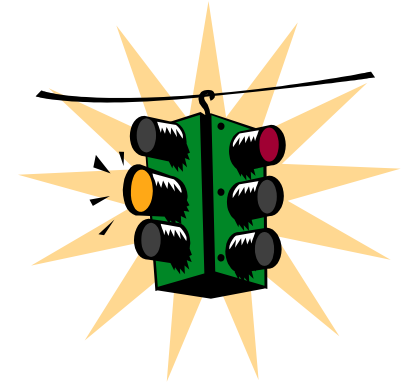
- TOPS
- PHOTO
- HEAR
- MHSES
- MHS Performance Contract
- Regional Lead Agent Metrics
- Service Level Performance / Report Cards
- Service provided population health data for PCMs
- MTF level Data-mining for panel/patient management

Changing Behavior

- CME
- Data and Feedback
 - Positive Vs. Negative
- Practice Guidelines/Clinical Protocols
- Stepwise approach
- Discipline and Sanctions
- Rewards
- Incentives in the Military

Data- Key to Improving

- Routine reports
- Ad Hoc reports
- Provider Profiling
 - adjusted for severity and case mix
 - adjusted for peer group
 - complaints, transfer rates, admin problems
 - budget/cost info
- Outliers - Statistical Control



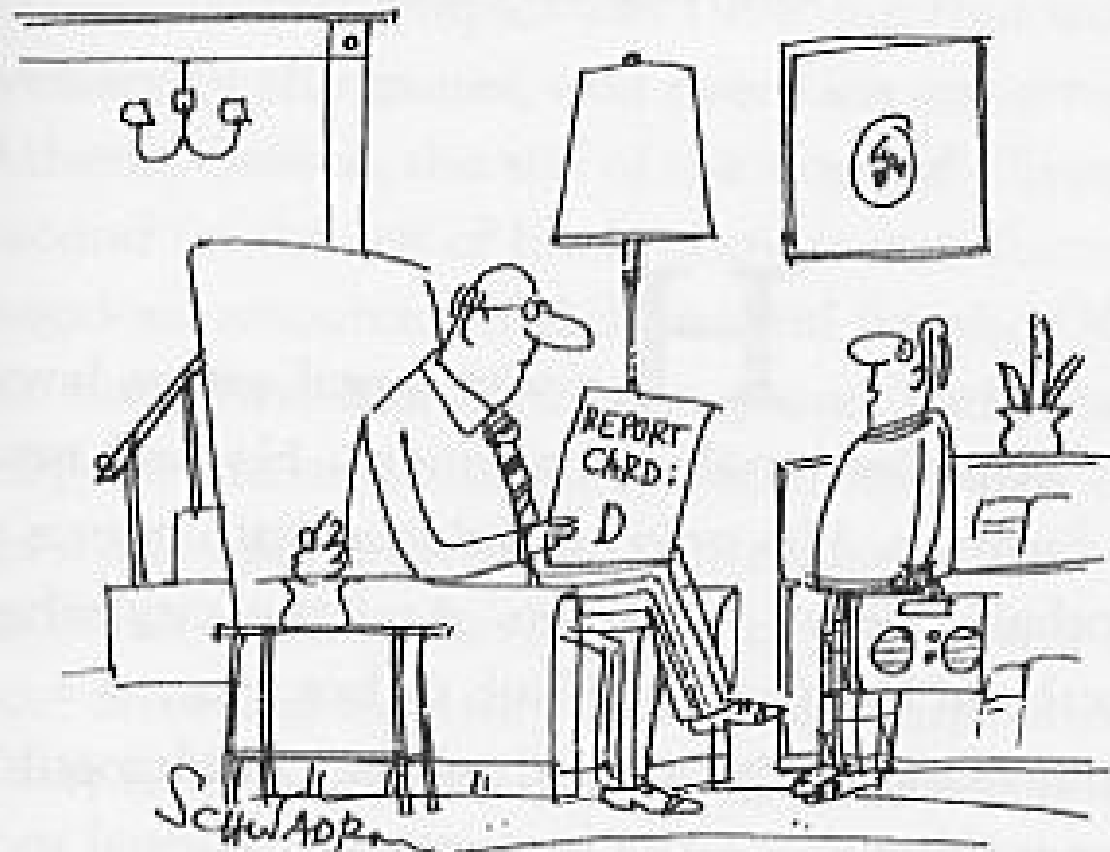
The Key to Success in Preventive Medicine: Is It Metrics or Marketing?

So *really* how important is
data?

**“Don’t be buffaloed by
experts and elites. Experts
often possess more data than
judgement.”**

- Colin Powell

UNSTOPPABLE



I know my grades are lousy but you always said,
"It's not what you know, it's who you know."

The NEHC Logo Dichotomy



Think of individuals not just as patients but as Decision Makers!

Marketing Mix

(the 4 P's)

- 1. Product (Disease Prevention)**
- 2. Price (Cheaper than Disease, but by how much? ROI?)**
- 3. Place (Work , leisure, home, and health care environments)**
- 4. Promotion (Unfocused)**

Segment Your Market

- **Targeted Marketing**
- **Niche Market**
- **One-to-One Marketing**

PM SUCCESS

Risk Communication



TTM Stages of Change



Social Marketing

7 CARDINAL RULES OF RISK COMMUNICATION

- 1. Accept and involve the customer as a partner (precious!)**
- 2. Plan carefully and evaluate efforts**
- 3. Listen to the customer's specific concerns**
- 4. Be honest, frank and open**
- 5. Work with credible sources from within (military & medical)**
- 6. Use your message to maximize media opportunities**
- 7. Communicate clearly and with compassion**

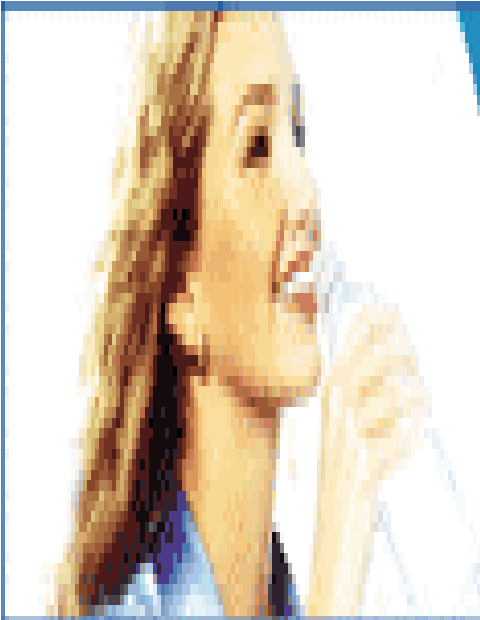
Adapted from Covello & Allen 1988

<http://atsdr1.atsdr.cdc.gov/HEC/primer.html>

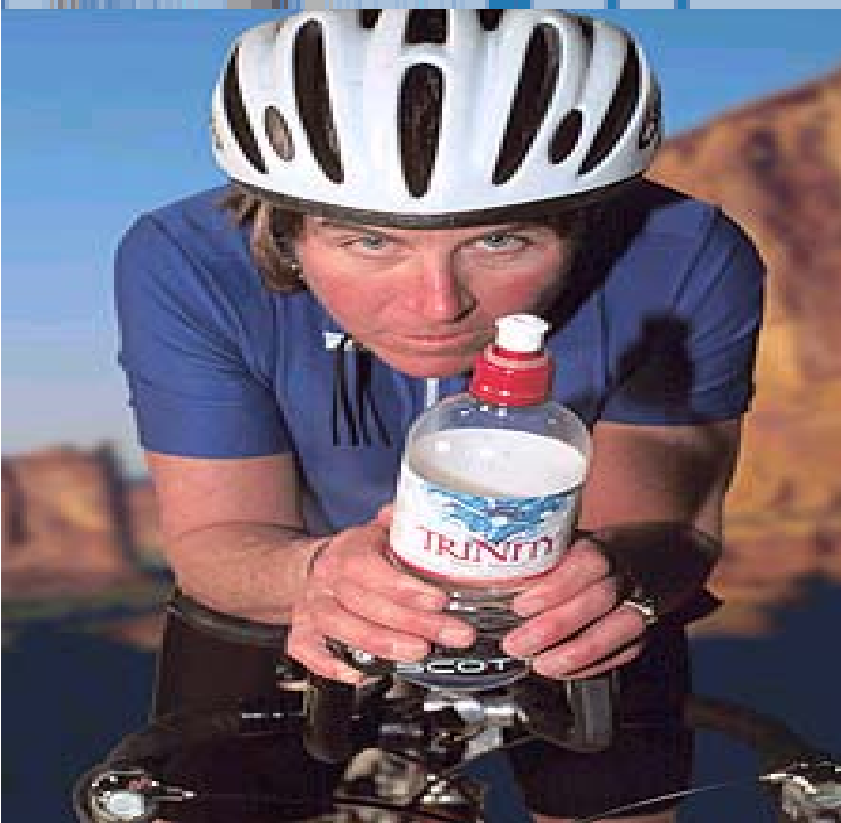
Transtheoretical Model Stages of Change

- 1. Precontemplation** – is the stage in which there is no intent to change behavior for prevention.
- 2. Contemplation** – is the stage in which people are aware that a problem exists, are thinking of overcoming it but have not made the commitment to take action.
- 3. Preparation** – is the stage wherein individual are intending to take action.
- 4. Action** – is the stage in which individuals modify their behavior, experiences or environment in order to reduce illness.
- 5. Maintenance** – is the stage in which people consolidate gains and prevent backsliding.

Adapted from Prochaska, et. al. 1992
URL: Prochaska's Stages of Change



Just as good for you
without the
Moustache



4 P's of Marketing

1. **Product** – the Public Health Program for malaria prevention and reduction.
 2. **Price** – is not only monetary but refers to intangibles such as time, effort and change of attitude and behavior.
 3. **Place** – channels of how the recruits & trainees are reached with the Preventive Medicine Awareness, Education and Intervention methods.
 4. **Promotion** – integrated methods of advertising, public relations, media advocacy, personal selling, and entertainment vehicles.
- =====
5. **Partnership** – teaming with other organizations within the community to really be effective.
 6. **Policy** – creating a supportive environment for change.
 7. **Politics** – using political diplomacy within the military organizations to gain support, get access to personnel, and head off potential adversaries.

Adapted from Kotler 1977 & the Social Marketing Institute

<http://www.social-marketing.org/index.html>

Never Offer Your Comb to a Bald Man



**How to Get What You Want by Giving Others
What They Need**

Alexander J, Berardi

In Making Decisions for Your Customer, ASK:

- 1. Who am I serving? If the answer is YOU, rethink your proposal**
- 2. Determine the legitimate needs of your client. Do this by research, asking open ended questions, skilled observation,**
- 3. Identify the unmet needs**

The Key to Success in Preventive Medicine: Is It Metrics or Marketing?

- 4. How will your proposal satisfy unmet needs?**
- 5. What skills, specialized knowledge, and resources will you need to carry out your plan?**
- 6. What skills and resources will you need to acquire from others?**

However, if the average businessperson doesn't think psychology is important, the highly successful ones know better.

“ There are those of us who think that the psychology of man, each and together, has more impact on markets, business, services, construction, and the entire fabric of an economy than all the more measurable statistical indices.”

- *Malcolm Forbes*

So if you are serious about succeeding in business, or in any endeavor where the end-result depends on people, you would do well to find out what is happening in the worlds of cognitive, organizational and social psychology. The best evidence is telling us that quality, productivity, and customer service are the results of beliefs, attitudes and expectations as much, or more, than the good skills and systems.

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CORPORATE SELF TALK

As leaders we need to understand what self talk is all about. We become what we believe and what we say about ourselves.

**-CNO, ADM Clark
2002 TRICARE Conference**

- Use cognitive psychology principles: positive self-talk, affirmation, and visualization**

Questions?

